Spend Navigator

Cloud Support Services

Service Definition

April 2024

1 About BearingPoint

BearingPoint provides cloud products and services to help our Public Service clients to gain control of their operational business activities, set clear strategy and then to move ahead with sustainable business improvements.

Our mission is to work with our Public Services colleagues to deliver better service and value for money for citizens and the organisations which serve them. For us, value for money is not just about the affordability of the cloud services we provide; it is also about how we enable delivery of the service improvements and efficiencies which can be achieved through the optimisation of Information Technology and Systems, including planning and designing for the citizen-facing services that will be delivered using our products. Our delivery approach reflects industry standard best practice but is augmented by our extensive experience rather than picked from a standard manual and is always tailored to a client's needs. We prefer to work side-by-side with client colleagues, maintaining a clear focus on value and using a partnership approach which helps the client organisation become more self-sufficient for the future.

BearingPoint delivers technology consulting with a difference, driving tangible change in our clients' organisations by creating customised solutions based on our understanding of what really works for users and other stakeholders. We bridge the gap between technical and user requirements and translate complex technical jargon into plain English so that all our clients understand the risks, issues, and benefits of a proposed change.
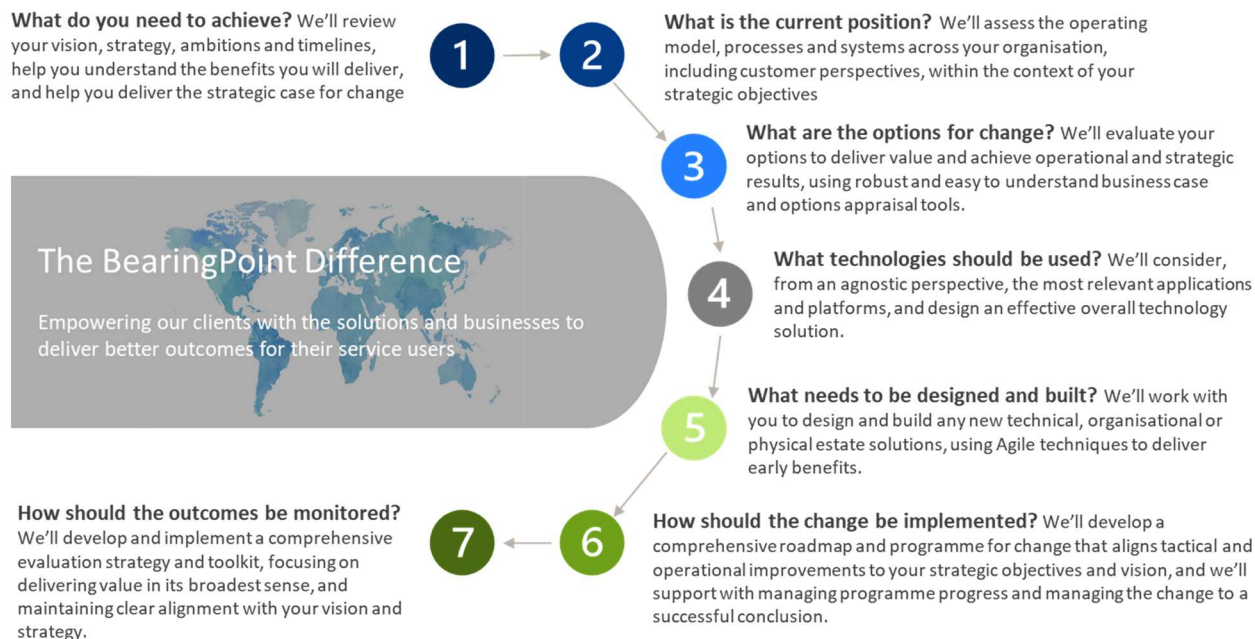

We also deliver with a conscience, conducting our business with a high level of integrity in all our interactions. In an evolving and ever challenging commercial, regulatory and compliance environment, we are prepared to adapt the way we work to ensure that we always conduct business in the most appropriate, ethical, and transparent way. We work in true partnership with our clients, encouraging open, honest, and constructive two-way discussion at all times.

BearingPoint is committed to a long-term relationship with public and third sector organisations and has several long-standing clients with some engagement relationships lasting for more than 10 years.

2   Service Definition

BearingPoint provides Cloud Support Services to help organisations to deliver smarter and more efficient services and thereby optimise public value and cope with increasing pressures on budgets. A key element of this is assisting clients to optimise their use of cloud services to improve efficiency, effectiveness, and interoperability. The full lifecycle of cloud support services that we offer is illustrated below:

What do you need to achieve? We'll review your vision, strategy, ambitions and timelines, help you understand the benefits you will deliver, and help you deliver the strategic case for change

What is the current position? We'll assess the operating model, processes and systems across your organisation, including customer perspectives, within the context of your strategic objectives

What are the options for change? We'll evaluate your options to deliver value and achieve operational and strategic results, using robust and easy to understand business case and options appraisal tools.

What technologies should be used? We'll consider, from an agnostic perspective, the most relevant applications and platforms, and design an effective overall technology solution.

The BearingPoint Difference
Empowering our clients with the solutions and businesses to deliver better outcomes for their service users

What needs to be designed and built? We'll work with you to design and build any new technical, organisational or physical estate solutions, using Agile techniques to deliver early benefits.

How should the outcomes be monitored? We'll develop and implement a comprehensive evaluation strategy and toolkit, focusing on delivering value in its broadest sense, and maintaining clear alignment with your vision and strategy.

How should the change be implemented? We'll develop a comprehensive roadmap and programme for change that aligns tactical and operational improvements to your strategic objectives and vision, and we'll support with managing programme progress and managing the change to a successful conclusion.
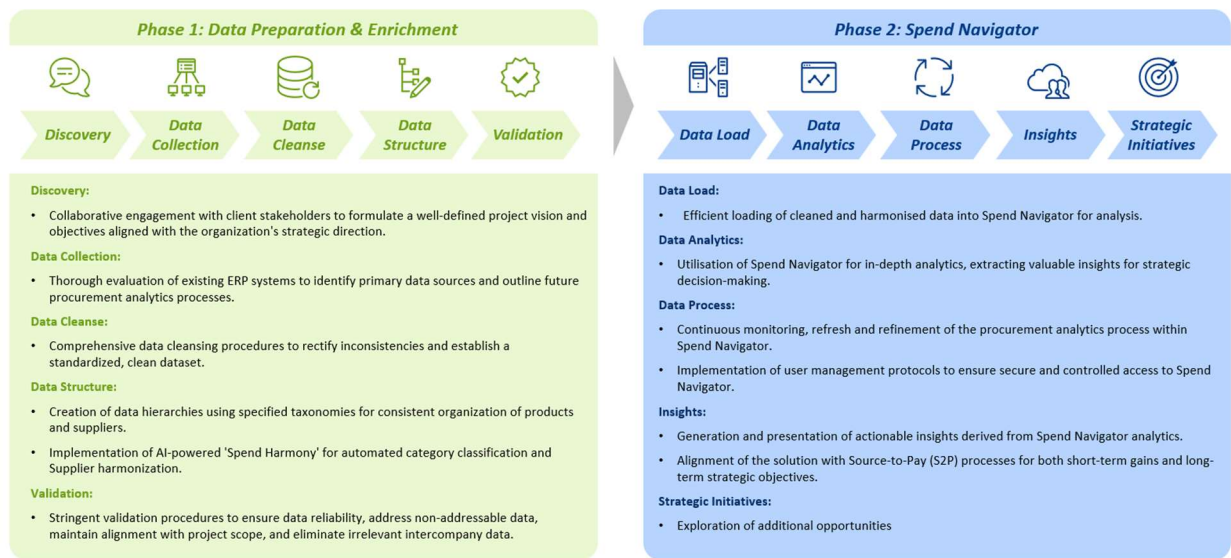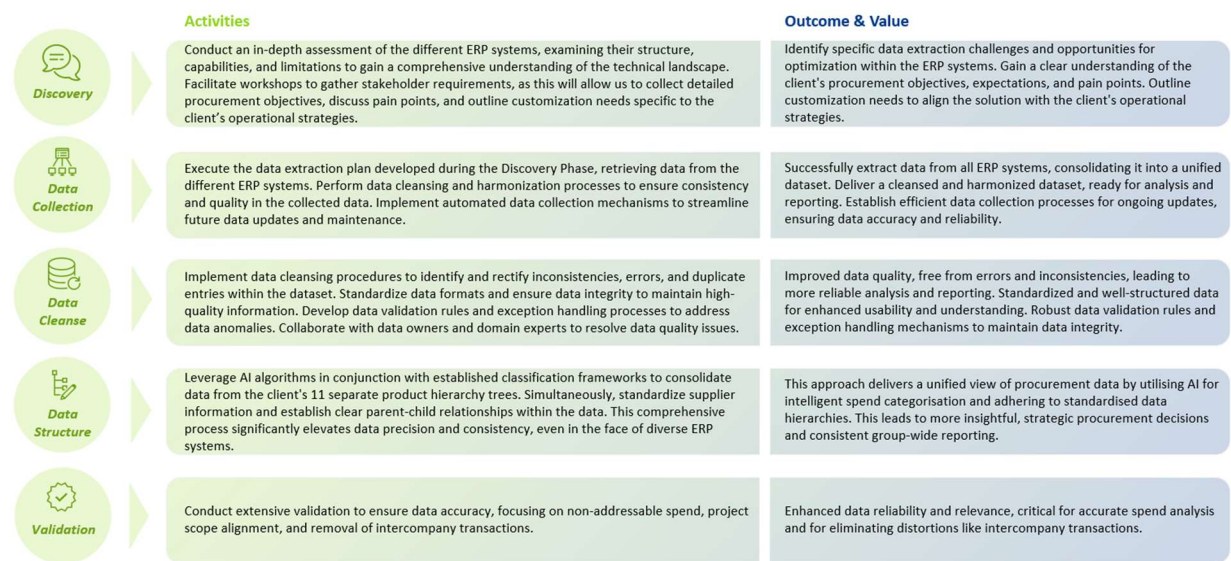
Spend Navigator Support

BearingPoint offers support services in relation to the implementation and maintenance of our Spend Navigator solution, as well as data analysis and advisory services. We form partnerships with our Spend Navigator customers to ensure the best results for both parties and support long term ambitions. Our wraparound support services for Spend Navigator typically fall into three categories:

Support Services

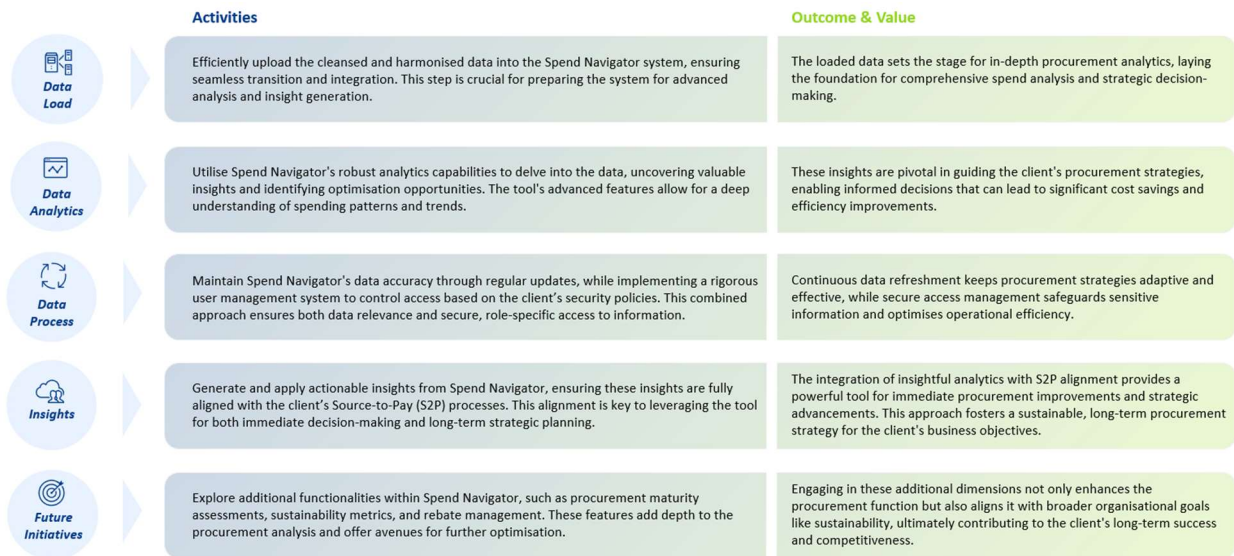| Technical Development	End User Support	Procurement Insights
- Development of the golden data records for data points such as vendors that are normalized	- Development of tailored metrics and analysis using DAX or M Code, aligning Spend Navigator to Pinnacle Pet Group objectives	- Ability to leverage our procurement consultants and technical specialists to support with the interpretation and undertake additional analysis
- Input and suggest improvements to the base data, to enhance the origin data in the ERPs	- Creation of user front end enhancements to align to user groups	- Support with additional advisory needs around
- Create data models to support more technical front end visualisations	- Data model mapping to provide cohesion across data sets to enable greater data insights	∘ Data process recommendations
- Support the monthly refresh process to load new data into the system and incorporate into spend navigator	- Training and support for users when deploying the tool to other entities and stakeholders	∘ Consultative analysis
		∘ General strategy support
		∘ Diagnostic support

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These services are offered as part of a two-phased approach. The focus of the first phase is on data preparation and enrichment prior to the implementation of Spend Navigator. The second phase is the implementation of Spend Navigator, ongoing support, and interpretation of the data insights.

Phase 1: Data Preparation & Enrichment	Phase 2: Spend Navigator
Discovery → Data Collection → Data Cleanse → Data Structure → Validation	Data Load → Data Analytics → Data Process → Insights → Strategic Initiatives

Discovery:
- Collaborative engagement with client stakeholders to formulate a well-defined project vision and objectives aligned with the organization's strategic direction.

Data Collection:
- Thorough evaluation of existing ERP systems to identify primary data sources and outline future procurement analytics processes.

Data Cleanse:
- Comprehensive data cleansing procedures to rectify inconsistencies and establish a standardized, clean dataset.

Data Structure:
- Creation of data hierarchies using specified taxonomies for consistent organization of products and suppliers.
- Implementation of AI-powered 'Spend Harmony' for automated category classification and Supplier harmonization.

Validation:
- Stringent validation procedures to ensure data reliability, address non-addressable data, maintain alignment with project scope, and eliminate irrelevant intercompany data.

Data Load:
- Efficient loading of cleaned and harmonised data into Spend Navigator for analysis.

Data Analytics:
- Utilisation of Spend Navigator for in-depth analytics, extracting valuable insights for strategic decision-making.

Data Process:
- Continuous monitoring, refresh and refinement of the procurement analytics process within Spend Navigator.
- Implementation of user management protocols to ensure secure and controlled access to Spend Navigator.

Insights:
- Generation and presentation of actionable insights derived from Spend Navigator analytics.
- Alignment of the solution with Source-to-Pay (S2P) processes for both short-term gains and long-term strategic objectives.

Strategic Initiatives:
- Exploration of additional opportunities

The key activities undertaken as part of Phase 1 include:

	Activities	Outcome & Value
Discovery	Conduct an in-depth assessment of the different ERP systems, examining their structure, capabilities, and limitations to gain a comprehensive understanding of the technical landscape. Facilitate workshops to gather stakeholder requirements, as this will allow us to collect detailed procurement objectives, discuss pain points, and outline customization needs specific to the client's operational strategies.	Identify specific data extraction challenges and opportunities for optimization within the ERP systems. Gain a clear understanding of the client's procurement objectives, expectations, and pain points. Outline customization needs to align the solution with the client's operational strategies.
Data Collection	Execute the data extraction plan developed during the Discovery Phase, retrieving data from the different ERP systems. Perform data cleansing and harmonization processes to ensure consistency and quality in the collected data. Implement automated data collection mechanisms to streamline future data updates and maintenance.	Successfully extract data from all ERP systems, consolidating it into a unified dataset. Deliver a cleansed and harmonized dataset, ready for analysis and reporting. Establish efficient data collection processes for ongoing updates, ensuring data accuracy and reliability.
Data Cleanse	Implement data cleansing procedures to identify and rectify inconsistencies, errors, and duplicate entries within the dataset. Standardize data formats and ensure data integrity to maintain high-quality information. Develop data validation rules and exception handling processes to address data anomalies. Collaborate with data owners and domain experts to resolve data quality issues.	Improved data quality, free from errors and inconsistencies, leading to more reliable analysis and reporting. Standardized and well-structured data for enhanced usability and understanding. Robust data validation rules and exception handling mechanisms to maintain data integrity.
Data Structure	Leverage AI algorithms in conjunction with established classification frameworks to consolidate data from the client's 11 separate product hierarchy trees. Simultaneously, standardize supplier information and establish clear parent-child relationships within the data. This comprehensive process significantly elevates data precision and consistency, even in the face of diverse ERP systems.	This approach delivers a unified view of procurement data by utilising AI for intelligent spend categorisation and adhering to standardised data hierarchies. This leads to more insightful, strategic procurement decisions and consistent group-wide reporting.
Validation	Conduct extensive validation to ensure data accuracy, focusing on non-addressable spend, project scope alignment, and removal of intercompany transactions.	Enhanced data reliability and relevance, critical for accurate spend analysis and for eliminating distortions like intercompany transactions.

The key activities undertaken as part of Phase 2 include:

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	Activities	Outcome & Value
Data Load	Efficiently upload the cleansed and harmonised data into the Spend Navigator system, ensuring seamless transition and integration. This step is crucial for preparing the system for advanced analysis and insight generation.	The loaded data sets the stage for in-depth procurement analytics, laying the foundation for comprehensive spend analysis and strategic decision-making.
Data Analytics	Utilise Spend Navigator's robust analytics capabilities to delve into the data, uncovering valuable insights and identifying optimisation opportunities. The tool's advanced features allow for a deep understanding of spending patterns and trends.	These insights are pivotal in guiding the client's procurement strategies, enabling informed decisions that can lead to significant cost savings and efficiency improvements.
Data Process	Maintain Spend Navigator's data accuracy through regular updates, while implementing a rigorous user management system to control access based on the client's security policies. This combined approach ensures both data relevance and secure, role-specific access to information.	Continuous data refreshment keeps procurement strategies adaptive and effective, while secure access management safeguards sensitive information and optimises operational efficiency.
Insights	Generate and apply actionable insights from Spend Navigator, ensuring these insights are fully aligned with the client's Source-to-Pay (S2P) processes. This alignment is key to leveraging the tool for both immediate decision-making and long-term strategic planning.	The integration of insightful analytics with S2P alignment provides a powerful tool for immediate procurement improvements and strategic advancements. This approach fosters a sustainable, long-term procurement strategy for the client's business objectives.
Future Initiatives	Explore additional functionalities within Spend Navigator, such as procurement maturity assessments, sustainability metrics, and rebate management. These features add depth to the procurement analysis and offer avenues for further optimisation.	Engaging in these additional dimensions not only enhances the procurement function but also aligns it with broader organisational goals like sustainability, ultimately contributing to the client's long-term success and competitiveness.

General features and benefits

The general features of our service are:
- Implementation and migration of cloud products, training needs assessments
- Strategy, business exploitation of ICT/Digital, technology and innovations
- Business model change and development, customer journey mapping
- Commissioning and management of Cloud and ICT services, Information Governance
- Project and programme management; PMO; planning and delivery at pace
- Business and investment cases, business change planning, based on measurements
- Stakeholder management, IT supplier management, case management
- Organisation design and development, performance improvement, capability development, transformation
- Process improvement, continuous improvement, cost reduction, commercialisation and VFM
- Interoperability and data sharing

The general benefits of our service are:
- Benefits management and tracking to optimise returns from Cloud investments
- Pragmatic strategy: design for Digital and Cloud, outcome-focussed delivery
- Efficiency savings, improved cost control and VFM, maximise commercial opportunities
- Customer satisfaction; enhanced citizen services and employee experience
- Flexible, adaptive, scalable solutions, delivered at pace without compromising quality
- Better insight and decision-making through improved data, analytics and intelligence
- Sound and robust options appraisal and business cases, demonstrable ROI
- Stakeholder support, commitment to change, increased likelihood of programme success
- Continuous improvement and sustainability by developing client capability
- Creating social value, improving citizen experience, better outcomes for all

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Wider Services

We would be happy to discuss any of these services with you as a wraparound to or as a core element of this service definition.

The specialist Cloud Services that we can offer linked to this, and other Service Definitions are:

Agile Development

We can help you with end-end Cloud and Digital delivery capability using Agile™, focusing on improvement activities and outputs which deliver value.

- We deliver using Scrum and Kanban methodologies to focus on improving flow using a transparency, inspection, and adaption cycle.
- We provide Agile™ coaching, training and transformation including an Evidence-Based Management approach to guide improvements and the adaption of goals in an agile way with objective key results (OKR).
- Our Scrum Masters and Product Owners have professional certifications including PMI-ACP, Scrum.org Professional Scrum Master (PSM) and Scrum.org Professional Scrum Product Owner (PSPO).

Azure Application and Infrastructure – DevOps

Using our Microsoft certified engineers, we advise on and implement a move to a consolidated development environment (GitHub/Azure DevOps) with inbuilt state of the art security on the Microsoft cloud. This simplifies the workflow of the client and increases developer productivity. We offer an Azure management service outsourced to BearingPoint, giving the client a turnkey offering allowing them to confidently move to the Azure. This allows the client to concentrate on creating value and not managing their Azure environment. Our service:

- Helps clients consolidate their development toolset taking advantage of Microsoft's integrated tooling, guiding them to choose the most appropriate combination of Azure DevOps and GitHub, and planning and managing any migration required.
- Advises clients on clients on their move to Azure or on their existing Azure infrastructure both in test and production.
- Offers clients outsourced cloud management solution managed by BearingPoint.
- Offers advice and implementation on the use of containers (Azure Container Services and Kubernetes)
- Gives advice and implements Infrastructure As Code IAC (Arm Templates and Terraform), taking advantage of the power of Azure with on-demand environment creation and deletion. This allows the client to build various tier environments from developer to test to production.
- Offers advice and implementation on best practice for security, governance, and costs.

Azure Cloud Elevator – Accelerating Modernisation

With the power of Microsoft Azure and its huge capabilities we can accelerate innovation across multiple environments. We make use of the latest technologies help to migrate existing applications. Our Cloud Elevator brings more customers and workloads into the cloud environment and enables transformation of legacy applications to modern cloud apps. We will help you to control and govern increasingly complex environments. With the help of new Azure technology, we can help you control heterogenous landscapes regardless of whether they are hybrid scenarios or edge workloads. Our service combines our knowledge of customer needs with deep technological knowledge to find innovative solutions for existing and new customers.

Our service is a toolkit of solutions covering different aspects of Cloud transformation scenarios.

- Hybrid Cloud scenarios
- Migration scenarios
- Technology roadmaps
- SAP Migration to Azure
- Networking for Azure
- Azure solutions

Business Cases

Business Cases are a core specialism of our Government and Public Sector team, and we can provide analytical, modelling, drafting, quality assurance, and evaluation services either as standalone services or as part of a comprehensive package. We have particular expertise in HM Treasury Green Book compliant cases ranging from relatively simple 'make or buy' decisions through to multi-million pound, complex digital and cloud infrastructure investments, and everything in between.

- We can help you understand the strategic drivers for investment in Cloud and Digital service provision, and the economic benefits and outcomes of different strategic options.
- We can help you undertake supplier and commercial modelling and analysis, reviewing the supplier base to assess how to best engage with suppliers and obtain better value for money. This includes IT suppliers and suppliers of IAAS, SAAS and PAAS.
- We also undertake contract reviews, assessing current contracts to identify opportunities for consolidation and re-negotiation of your services (e.g. IT hosting and infrastructure services).
- We are expert at assessing and analysis different options (Options Analysis), including Cloud Services, for delivering service at a lower cost.
- We can provide full costing of the service and commercial proposals, including development of financial models (Financial and Commercial Assessment).
- We can provide quality assurance of business cases, ensuring that all relevant commercial policies have been applied and that sector-specific guidance has been complied with. This will increase the likelihood of achieving approvals and progressing through gateway reviews.
- We develop all our business cases in compliance with the HMT Green Book.
- We can provide training in development of Green Book business cases for your Cloud and Digital investments, including overviews of discounted value, benefits, risk, and optimism bias.

Benefits Management

Benefits Management lies at the very heart of Programme Management; every Cloud project, programme, or portfolio seeks to deliver benefits by implementing change. It is a tried and tested approach to shaping and managing projects, programmes and other initiatives in a way that focuses on realisation of benefits and, in doing so, seeks to maximise value.

We can help you adopt a structured and intelligent approach to managing benefits from your Cloud projects and programmes, to ensure that:

- Projects and programmes can clearly demonstrate that their planned outcomes will deliver real value to stakeholders and are worth the investment of resources.

- Stakeholders - including providers of resources - are engaged from an early stage and are more likely to support changes, projects, or programmes.
- The planned benefits and strategic outcomes have the best possible chance of being realised – tracking of indicators provides early warning of problems and provides opportunity to take remedial action.
- 'Quick wins' (benefits that can be realised sooner than others) can be identified, and implementation can be planned to ensure they are realised quickly.
- From a business case governance perspective, a clear benefits case and management process increases the likelihood of approvals being granted to proceed or continue with planned investments.

Business Modelling

We can help you undertake demand modelling for your Digital and Cloud services – for example assessing the impacts and options for dealing with a change in internal workload (process, people, and IT) from a proposed investment in Cloud or Digital services. This can be delivered as part of a wider business case engagement or as a standalone service.

- We can also undertake robust cost modelling, modelling supply costs for each function and enabling clients to make decisions regarding delivery of the right services, for the right cost.
- This understanding of demand and costs can enable organisations to shift into a more commercial mindset, driving better value for money from their investment in the Cloud.

Change Management

In addition to developing a diagnostic and solution blueprint, we can help you to undertake all the Change Management work needed to deliver your Cloud and Digital-enabled service, specifically:

- Operational analysis – understanding the As-Is and the case for change
- Options identification and staff workshops
- Vision and strategy, including change management roadmap
- Maintaining clear focus on benefits and outcomes
- Assessment of current and preferred organisational culture
- DILO (Day In the Life Of) and customer journey analyses, use of personas to communicate the benefit of change
- Gap Analyses and Change Impact assessments
- Process Mapping and Analysis
- Training Needs Assessment
- Programme Design and Management
- Programme Management Office
- Programme Governance
- Development of the Target IT Architecture and Enterprise Architecture
- Stakeholder management and Communications

Citizen Relationship Management, enabled by Salesforce

Customers are Citizens, too. They expect from Public Sector bodies the same kind of treatment as they get from their suppliers from the private sector. To do this, public sector bodies are currently heavily investing in Cloud-based Customer Relationship Solutions and processes. Either as part of a larger Cloud / Digital transformation programme or as a standalone engagement, BearingPoint can assist by implementing 2 versions of a Salesforce customisation, for B2B and B2C, dedicated to the Public Sector and the delivery of citizen services.

Cloud and Digital Solutions Implementation (Solution Agnostic)

Irrespective of your chosen direction of travel for Digital and Cloud solutions, BearingPoint can help you make the best decisions for your organisation and ensure that you are fully prepared for implementation.

- Diagnose – We can help you identify the type of change required to deliver your services effectively using Cloud and Digital technologies. We can help you to understand business requirements for change, what is known and unknown to inform the approach and outcomes, and deploy the correct skills, techniques, and approach.
- Discover – We can help you to understand your organisation's current state and readiness for change, including assessing the means, willingness, and ability to implement the solution and realise the benefits.
- Design – informed by our understanding of the ecosystem you operate in and leveraging our knowledge and knowledge gained by other clients, we will co-design and plan the skills, people and sequence of activities to deliver a change led digital programme.
- Deliver –We apply an agile, sprint-based approach to implementation, employing continuous learning and using a responsive governance structure to ensure an effective, controlled delivery.
- Drive – We ensure the new ways of working are embedded and sustainable as Business as usual, retaining focus through continuous assessment of benefit realisation and informing development roadmaps.

Cloud Transformation Guidelines

Many customers hesitate to transform custom developed business applications to a Cloud environment due to complexity issues and migration risks. The BearingPoint Cloud Transformation Guidelines provide a unique approach to move custom developed business processes and applications to a private, hybrid and public cloud environment, in an efficient and timely way.

By offering the full range of cloud transformation options, we make sure business needs are met for various types of applications, from low to high complexity. Our service offers:

- A proven and trusted approach, from architecture to migration
- Full access to state-of-the-art market know-how
- Regulatory, security and data privacy issues are identified and mitigated
- A private, public and hybrid cloud enabler
- Migrate your custom developed legacy application successfully in a cloud environment

By focusing on architecture, design, and programming of Cloud applications we significantly reduce migration risks, and by applying performance, stability and scalability increases we achieve a smooth integration of the Cloud to the existing infrastructure.

Cloud Risk Analysis Framework

Most cloud providers are American companies subject to the CLOUD Act. Using public Cloud is a form of externalisation which raises numerous questions to CISO and CIOs such as:

- Will I stay compliant with local or business specific regulation?
- Given the CLOUD Act, can I stay compliant with GDPR by adopting Cloud?
- Can I be vendor locked by adopting Cloud?
- What could the cost model evolution be?
- Does the NSA or any other governmental agency access my data?
- Can I set up a Business Continuity Plan and Disaster Recovery Plan and test it?
- Can I monitor specific security needs using a "third-party" cloud?

Our Cloud Risk Analysis Framework helps clients to assess genuine risks related to Cloud adoption and usage, defining actual risk exposure and setting out pragmatic mitigation approaches for each risk type.

Cloud Workload Comparison

Microsoft, Amazon, Google, and many other providers compete in trying to offer the best technology at the best price. Although this competition is healthy and provides companies with a lot of options to choose from, it also leaves IT- decision-makers (CIO's, IT Managers etc.) with the struggle to decide which cloud provider is best suited for their needs. Weighing Cost vs. Benefits is not an easy task and it's not the only comparison that needs to be considered when selecting a cloud provider. Regulatory compliance, scalability, transportability are examples of essential aspects that need to be evaluated before making a decision. All the big players, mentioned earlier, have a lot of manpower and budgets dedicated to push their cloud products towards customers, leaving IT-decision-makers vulnerable to blind spots.

Having a trusted advisor is a benefit for IT decision-makers when operating in the cloud. By evaluating all relevant cloud providers, signalling risk or blind spots (that are usually conveniently not mentioned by providers) our service supports you making the best possible decision that will profit you both financially and technologically.

Contact Centre Services

We provide expert insight, guidance, and support in designing and deploying a new Digital or Cloud-based Operating Model for customer contact, including strategy and decisions mapping in support of strategic objectives.

- This can be supported by delivery of our Active Manager methodology which is focused on business transformation through management capability and performance improvement, and which typically delivers between 10-20% improvements in capacity.

- We can help you with customer insights through analytics, machine learning and AI, as well as process design, optimisation, and automation, including advice and guidance on routing and workforce management technologies.
- We can put in place complaints management tools and reporting suites, as well as developing and implementing KPI dashboards for use across the business to measure performance and manage short interval control.

Continuous Improvement

We can help you embed a continuous improvement ethos for Cloud and Digital services in your organisation. We will help you to future-proof your continuous improvement culture by developing a flexible long-term working partnership. Specifically, our service will:

- Identify and help you implement continuous improvement projects and programmes
- Adopt and tailor agile continuous improvement change methodology for your organisation
- Support and embed tailored continuous service improvement through intensive on the ground engagement
- Assess and develop your organisation's capability to ensure sustainability
- Create an improvement pipeline to support prioritisation and ongoing effective management of resources
- Identify short, medium- and long-term benefits and design a benefit tracking mechanism
- Support reviews of benefits over the period of the programme and troubleshoot where necessary, to ensure that benefits are realised

COPPAR©

Many organisations have poor visibility as to how their Cloud and Digital resources, processes and outputs contribute to value for their customers. COPPAR© (Customer, Output, Product, Process, Activity, Resource) is an ethos and methodology which puts the customer first to ensure everything the organisation does contributes to value to them. By helping organisations change their mindset and analyse data differently our COPPAR© service can help our clients reduce waste and increase customer satisfaction at the same time as improving the bottom line.

Traditional management accounting techniques and activity-based costing use methods to allocate resources to activities and onto assets. This means all resources can always be allocated even if they do not add value to the customer. This hides inefficient activities and spare resources. By contrast, COPPAR© starts with customer need. COPPAR© aims to ensure value for money and makes every Digital and Cloud resource and activity point towards outputs and outcomes that customers need.

- Output cost analysis. We deliver the proprietary BearingPoint methodology called COPPAR© to help you assess the full resource and activity cost elements in relation to processes and outputs, within and between service providers and authorities.
- Improvement options analysis. We use the output of the COPPAR© analysis, combined with other evaluations including customer feedback (including members of the public), service performance analysis and benchmarking, to identify cost reduction options. These options will

include using more economic services, such as digitisation and Cloud services. The end result of this exercise would be a robust business case for change.

Cost to Serve®

Cost-to-Serve® provides detailed understanding of the profitability of your organisation, to individual customer, product, and service. This allows granular decision making to drive margin improvement and return on investment from your Cloud and Digital spend. Most organisations do not understand their real, underlying cost and profit drivers. Cost-to-Serve® is a methodology, supported by an application, that reveals profit at individual customer, product, process, and transaction level. It brings together organisation-wide stakeholders by taking an end-to-end view of profitability and a true understanding of the levers to improve business performance in cost, revenue and return on investment.

Data & Analytics / AI Services

BearingPoint looks at Data & Analytics from three different perspectives to provide optimal support for companies to overcome Cloud and Digital challenges. The right perspective in combination with an elaborated and comprehensive service offering allows us to achieve optimal outcome in analytical Cloud and Digital projects.

Strategic Perspective

Analytical Perspective

Technological Perspective

Generating value through better decisions based on innovative technology and a **data-centric organization**

Extracting **usable knowledge** from data by utilizing advanced analytical methods

Enabling companies to **manage structured and unstructured** data by using new technologies
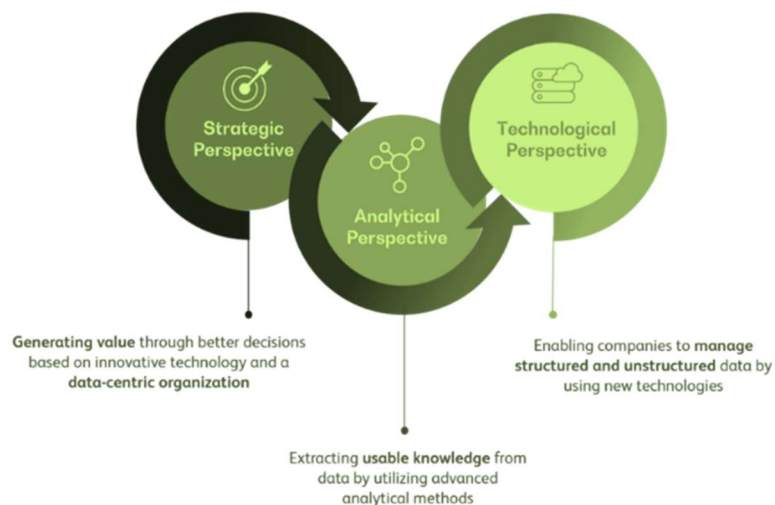
Our Data & Analytics / AI service offering covers the entire data value chain, ranging from the implementation of Cloud architectures to data visualisation for business users. By pursuing a holistic approach, we coordinate business and IT goals to guarantee a long-term benefit of Data & Analytics / AI initiatives. Our six services include Data Strategy, Data Management (including data management maturity assessment), Advanced Analytics, Business Insights, Intelligent Agents / AI, and Data Governance.

Data-Driven Customer Experience & Personas

Customer segmentation models are often based on poor and outdated assumptions. Our Data-driven Customer Experience & Personas service makes better segmentation models with the use of machine learning based clustering algorithms which identify natural occurring distinctive groups of customers based on analysis of behavioural data. This will result in more robust decision making regarding your use of the Cloud for citizen service delivery.

Customer segmentation models are typically rule-based using demographic variables that are believed to mirror an underlying need of the selected demographic group. For example, there is often an

assumption that older people are less digitally inclined or are less likely to use services provided in the Cloud. Our findings shows that such assumptions are often wrong and will result in poorly made decisions. Further complicated demographic rules result in many segments and are therefore very impractical to address separately due to the amount of work required.

Our service uses machine learning-based clustering algorithms (unsupervised learning) to identify natural occurring distinctive groups of customers, based on analysis of behavioural data. This lets the customers own actions determine how we address them, rather than our general assumptions. The selection of variables for segmentation are carefully executed using a combination of business know-how and data science competency.

We can use this service alongside our established approaches to customer journey mapping and qualitative persona development to improve citizen, user or customer experience.

The outcome of this service is a more reliable customer segmentation model to underpin your decision-making regarding delivery of citizen services.

Digital and Cloud Channel Development Services

We will help your organisation implement end to end delivery of service digitalisation as part of business/technology transformation programmes to improve organisational productivity through automation, customer experience and engagement, and risk and standards compliance.

Our advisory services include digital maturity reviews, business value assessments and cases, through to digital strategy definition and governance of technology delivery utilising traditional and Agile delivery methodologies.

- We can help you undertake solution development for technology change including technology design, legacy/application modernisation & migration, data analytics and associated management and operation of technology platforms.
- We also offer an Organisational Change and Adoption service to monitor, prepare and reshape your organisation in line with transformation objectives, and ensure a successful outcome.

Digital Maturity Assessments

Our IT & Digital Maturity Review methodology provides those at Board level, and those involved in the delivery of IT Services, with an objective and independent understanding of where best to place future efforts and budgets to improve the delivery of the organisation objectives. Our assessment tool and process enable organisations to take stock of their systems and processes, and the opportunity to share ideas on what could be improved, why and how. The maturity review looks to explore three main questions:

- Are the IT services fit for purpose?
- Has the right level of maturity been achieved for the organisation's needs?
- Do the IT Services represent good value for money?

The IT maturity self-assessment is completed by the Heads of IT functions, and then moderated in small groups to ensure all the relevant factors are taken account of when assessing maturity. The assessment has six sections:

- Governance and Management and Strategy Planning

- Information and Data Management
- Desktop and Office Services
- Infrastructure and Support
- IT Security and Information Governance
- IT People and Skills.

Interviews are conducted with a selection of end-users, from management to frontline, to provide additional business context for the review.

Value for money is judged on a combination of assessed maturity and BearingPoint's analysis of the typical costs for a similar service in comparator public sector organisations.

The benefits of this service are:

- Holistic assessment of IT & Digital to support prioritisation of investment.
- Collaborative process ensures buy-in and commitment from IT & clinical teams.
- Structured feedback from end-users (and potentially patients) on the services and processes operated by the IT & Digital business supports process and service re-design.
- Ability to track progress by re-applying the IT & Digital assessment annually. methodology annually.

Digital Procurement Strategy

A rigorous digital procurement strategy is essential to support organisations with achieving value for money and effective risk management. The market for cloud-based procurement software is now mature, and digital procurement strategies increasingly need to focus on emerging technologies such as digital twins and large language models.

We can help you understand the current state of your digital procurement strategy, how best to transform it and ensure it is aligned to the behaviour of the enterprise to better deliver business and procurement outcomes. Our flexible Digital Strategy Framework is structured around the evaluation of the current capabilities of existing technology infrastructure within seven key elements of a typical Source to Pay process.

We can work with you to develop a full technology programme to enhance your operating model (policies, processes, and procedures), to support the development and implementation of the cloud solution and embed these into everyday operations. We will deliver a transformation roadmap that aligns key procurement objectives and technology solutions to enable improved business outcomes against clear measures, ready for implementation by us or others.

Developing a cloud-led digital procurement strategy may involve evaluating and contracting with various software vendors. BearingPoint can support with the definition of requirements for Source-to-Pay software, including licencing, implementation, and through-life support. We are also experts on the market for Source-to-Pay software and can advise on the functionality of platforms, the best way to bundle requirements to leverage supplier capability, and how to engage with start-ups and SMEs to exploit emerging capabilities such as digital twins and AI. Implementing new software may involve transition away from incumbent suppliers, in which case BearingPoint also has capability in transition planning.

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Digital Testing

- Operational Test Services: We can help you with requirements analysis, test case creation, requirements traceability, test case automation, test execution and reporting (agile / waterfall / mixed SDLC); functional and non-functional test planning and execution; management of the test environment, test data, test tools and test case repositories.
- Automation: We perform POCs, pilots, tool selection (licensed or open source); we can help you with creation and implementation of cost-effective automation test strategies; we use tooling providers such as Eggplant, Tosca, Jira, Selenium, MS TFS, QC ALM
- Test Management: We can help you to implement a digital testing strategy, including test management for large scale programmes with multi-vendor; defect management; change management for test transformation; definition and setup of standardized test processes, environments, and data management.
- Test Strategy and Advisory: We offer TMMi aligned Test Assessment capability to determine current test maturity level and recommendations for best practice; digital testing strategies covering Programme and Project level including multi-vendor and agile/waterfall SDLC; creating and staffing Test Resource Strategies; design and setup of central / local test competencies.
- Remote Test Services: We can provide near-shore test facilities offering dedicated and certified test analysts working remotely with on-site systems and people. Our remote Digital Testing Service hubs are in the EU and provide high quality test execution services which can include automation, manual execution and maintenance services.

Evaluation Services

BearingPoint's Magenta Book compliant evaluation services can help you understand the process impacts as well as the wider impacts, outcomes, and socio-economic benefits of your investment in cloud technology and the business and cultural change it will deliver. Based on a robust Theory of Change and logic model, we work with you and key stakeholders to understand and prioritise your outcomes, helping you to structure your change portfolio to deliver the most impact and stay focused on doing the right things to achieve your strategic objectives, and delivering value to stakeholders and investors.

"Fast Forward" from Strategy to Value Acceleration

The BearingPoint "Fast Forward" methodology drives business value by combining business & technology perspectives. "Fast Forward" enables clients to pragmatically embark on their Digital and Cloud journey, delivering fast proof of value and rapid scale-up.

In our experience, organisations focus most often either on strategy or on implementation. This focus often leads to misalignment between business and IT. Another challenge is that organisations concentrate on internal stakeholders, instead of the 'voice of the customer'. Listening to the actual consumer is key in delivering value. Translating the strategic ambition of an organisation, by demonstrating quick value by applying the 'Test & Learn' principle, helps organisations to move forward, bringing their strategy to life.

Making sure that both business and IT people are involved from the start, including the 'real' customer and focus on value, enables organisations to deliver value from the start. The Fast Forward service is based on 5 key principles:

- Aligned organization. We break siloes, with our workshop-based approach involving of people from across functions.
- Speed to value. By focusing on the value drivers, we deliver MVPs that bring highest value first. We test, learn, and improve. Speed over perfection.
- End-to-End. Our holistic approach integrates and secures the translation of strategy into execution.
- Outside-in. The heart of our methodology is the customer, ensuring to have the customer first.
- Transformation. We believe in co-creation to reveal hidden needs and get commitment to identified plans. You cannot change alone.

Footprint optimisation

BearingPoint's Footprint Optimisation service takes a holistic approach to cloud-based delivery of public services, providing rich understanding of citizen behaviour to help organisations determine their future requirement for physical footprint, balancing the need optimise costs whilst still serving customer needs. Our approach combines internal and external data to understand customer behaviour and demographic characteristics of different postcodes to establish the requirement for physical footprint and the digital propensity of an area and readiness for transition to digital service delivery in the Cloud. Machine learning and linear programming techniques are at the heart of our approach to optimise the future footprint and predict the impact on citizen services of closures and relocations.

ICT Commissioning

BearingPoint provides Business Analysis and Design/Professional services to help organisations prepare to optimise their use of Digital and Cloud services and deliver commissioned services that improve outcomes.

We offer the following:

- Strategy, business exploitation of ICT & Digital innovations
- Business model change and development, enabled by ICT and Cloud
- Commissioning and management of Cloud and ICT services
- Project and programme management, planning and delivery at pace
- Business cases and investment cases
- Business change planning, based on measurements
- Process and continuous improvement and cost reduction
- Interoperability and data sharing
- IT innovations

We have extensive experience delivering IT and digital projects across the public sector, ranging from short, targeted pieces of work through to large scale transformation.

The benefits of our ICT Commissioning service are:

- Project delivery and benefits realisation
- Pragmatic strategy
- Adaptive solutions
- Delivery at pace

- Sound and robust investment cases
- Stakeholder support and commitment to change
- Continuous improvement and client capability development
- Social value creation

Integrated Case and Quality Management

We work with clients to implement Cloud-based integrated case and quality management tools, using tried and tested Agile, waterfall or hybrid methods.

- Working with you, we will ensure that business and user requirements are effectively translated into operational Digital and Cloud solutions, and that benefits are planned, tracked, and realised.
- We can help you to create robust business cases for change, including selecting the optimum balance of strategic fit, cost, benefit, and risk. We can also help you navigate the approvals process.
- We provide effective, controlled delivery at pace, offering maximised Value for Money from your investment in Digital and Cloud technologies.

Interoperability and Data Sharing

We can help you to assess the efficiency gains that can be achieved by sharing/harmonising processes and data between organisations in your Digital and Cloud programmes. Examples might be:
- Developing user journeys to understand common processes and how information is used across organisational boundaries.
- Developing and agreeing Data Sharing Agreements.
- Developing and agreeing common data standards to enable organisations to share their information.

IoT Maturity Assessment and Technology Benchmarking

The Internet of Things has resulted in many new opportunities for Digital and Cloud service delivery but requires significant investment in alignment of customer need and existing and emerging technologies.

Our service addresses the uncertainty about our customers' own IoT maturity level, offering a maturity model of the "Internet of Things" across industries.

Our assessment focusses on strategy, business models, organisation, platform connectivity and products that have a major impact on IoT transformation. The dependencies between the technological and transformation dimensions are higher than you might expect, and our service will help your organisation to identify them. The connectivity dimension is also underestimated in most industries, while leaders are focusing on partnerships inside their digital ecosystem.

Companies with a clear IoT vision and strategy anchored in the company strategy:

- Show better financial KPIs
- Have dramatically changed into an agile organisation supported by new agile processes, governance, culture and leadership change
- Believe in a platform strategy to enable DevOps while having an enterprise platform architecture

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- Have already shifted the product portfolio into a digital value stream structure to empower DevOps while reducing physical complexity.

Leadership and Management Development

We can design and deliver leadership and management development programmes focused on achieving target operating models which maximise the benefits of Digital and Cloud.

- We can help deliver changes in mindset to a new way of thinking, with a clear focus on Digital and Cloud-enabled operational outcomes, and delivery of wider social value.
- We offer virtual delivery of training and coaching, with options of more formal delivery where this is the preferred option.
- Our Active Manager methodology is focused on business transformation through management capability and performance improvement, and typically delivers between 10-20% improvements in capacity.

Modern Workplace

We provide services to modernise legacy workplaces to improve digitalisation, operational and process efficiencies through automation, remote working capabilities, customer engagement and user experience/empowerment.

- We facilitate using various methods including Design Thinking, Maturity Analysis, Value Stream Mapping, Journey Mapping, Innovation Hubs, Lean and Agile workshops, and processes to engage with stakeholders and business users, supported by Organisational Change and Adoption.
- We offer a specific service related to Microsoft's Modern Workplace suite, including the implementation of Office 365, SharePoint, Teams, and Power Platform - focusing on advanced tailored customisations and extensions to these platforms to increase process automation and improve user experience.
- We offer an Organisational Change and Adoption service to monitor, prepare and reshape organisations in line with transformation objectives, and ensure successful outcomes.
- We are a Microsoft Gold and FastTrack Ready Partner for Modern Workplace

New Ways of Working, enabled by Microsoft

We can help you with envisioning & ideation of New Ways of Working (NWOW) to address specific business service lines or issues that require improvement, or to enable the realisation of strategies and transformations.

- We help clients design and implement Digital and Cloud technologies including Microsoft collaboration and office/business applications suites to facilitate improved processes and modern working.

- We can help with implementation of Microsoft 365, Teams, Dynamics 365, and Power Platform based solutions to facilitate New Ways of Working including improved process/workflow automation, user experience, and customer engagement.
- We facilitate using methods including Design Thinking, Maturity Analysis, Value Stream Mapping, Journey Mapping, Innovation Hubs, Lean and Agile workshops, and processes to engage with stakeholders and business users, supported by Organisational Change and Adoption.
- We a BearingPoint framework to facilitate NWOW through phases analysis, design, training, coaching and implementation.
- We are a Microsoft Gold Partner

Office Network and Digital Channel Optimisation

- Establish Network Assessment Data Requirements: We will help you to detail the qualitative and quantitative data you need to create a complete view of government citizen services currently being delivered through front offices.
- We will help you understand key market and technological trends, identifying key trends impacting delivery of citizen services, both generally and regionally, and use these to inform potential future trajectories for each service considered.
- Network Compatibility Matrix and Score: Using the data collected, we will assess the compatibility of different front office services for potential colocation, evaluating across both the functional elements of their services and their physical networks. The evaluation of pairs of services across will result in a 'compatibility score' indicating the potential compatibility of any two services. Compatibility scores can then be used to cluster groups of compatible services which can be visualised across all the factors examined in a matrix.
- Network Optimisation: With the potential for compatibility across services determined, we will calculate an optimal network for potential combinations of services. The optimised network will efficiently serve the combined citizen users of all services, based on their compatibility score. These networks will be optimised for cost reduction; increased utilisation; increase accessibility and offer better geographical fit to key service users, resulting in improved customer satisfaction.

Organisational Development

We can help you redesign and develop your organisation to deliver services in the most effective way, making use of Cloud and Digital technologies. Specifically, we can help you to:

- Define / update your organisation's vision
- Align your strategy, structure, processes, people, and culture with your vision, via a Target Operating Model (TOM)
- Set out a roadmap to achieve your TOM, and design a programme to deliver it
- Articulate your culture and values in a way that supports your vision and TOM, and can be understood and adopted by your staff
- Identify leadership and management development needs

Outcome Prioritisation

We can help you to prioritise improvements in service efficiency, to ensure the right outcomes are being delivered by your Cloud services.

- This can also include programme design and outcomes mapping and modelling to ensure your programmes are focused on 'doing the right thing' to deliver against your objectives.
- This service enables you to assess the different impacts of different interventions on service outcomes, including identifying potential sources of efficiencies.

People Development Cloud and Steerio

In a time where products and processes are complex, managing the right skills and level of experience is key to increasing efficiency and customer satisfaction. BearingPoint, through the People Development Cloud, offers a fully integrated solution to achieve these goals, in a highly customisable way which allows real time view on the team's development status. The People Development Cloud allows real time view of employees from the early stages of onboarding & goalsetting, through continuous training & development to performance review and evaluation of completion of training.

BearingPoint's Steerio solution complements the People Development Cloud through a digital solution designed to empower teams, optimize employee engagement levels, and foster high-performance collaboration. The pulse-check tool can be used to gain valuable employee feedback, align goals, and lead seamlessly through change with constructive feedback mechanism.

Performance Management

- We undertake diagnostics and assessments of current end-to-end administration, service delivery and management processes. This includes root-cause analysis, Systems Thinking, modelling, and reviewing the impact of performance on targets and outputs.
- Operating Model Design. We will help you design improved operating models, including processes, RACI, IT and Quality Management.
- Performance Management improvements. This includes assessing current metrics and measurements in-use as well as the design and implementation of more appropriate performance measures linked to the organisation's targets and corporate Balanced Score Card. We can also help you implement performance management systems such as balanced scorecards.

Programme Impact Management and Measurement (PIMM)

What get measured gets done, as they say. For a Digital or Cloud transformation programme, the most important thing to measure is the benefits, but often organisations do not measure them until the programme is complete when it is too late to change anything that the benefits relied upon.

The easiest things to measure during the programme are the inputs to the programme and the outputs from it (the deliverables). The deliverables are not benefits in themselves but are critical to enabling a change to be made and benefits to be realised as a result. Managing benefits is vital to demonstrate a programme's overall success. Likewise managing inputs and outputs is vital to ensure that things happen according to plan. But it is not enough to do these independently of one another.

The question is: how can you be sure that the outputs will result in the benefits, which are the outcomes of the programme?

The first part of our PIMM service focuses on benefits management and assurance, making the link from inputs to outputs and to programme outcomes. PIMM provides an outline of the content that should be included in the Benefits Management Strategy and uses the Infrastructure and Projects Authority's five checkpoints to provide benefits assurance.

The second part of the PIMM service focuses on monitoring the progress of programmes and their constituent projects. This provides a set of tools and templates to monitor and help to manage inputs, outputs, and benefits, increasing the likelihood of achieving successful outcomes.

Process and Data Mining, enabled by Celonis

- Process Data Analytics: We can help you establish sustainable methods and digital tools to analyse and measure end-to-end process performance and track the impact of process improvement measures.
- Process Management: We can help you develop a process management strategy, role-based organisation, process governance, and standard methods for process analysis and design.
- Process Modelling: We can help you develop a corporate process model, definition and establishment of sustainable process modelling methods and digital tools (e.g. BPM suite).
- Process Execution: We can help you establish sustainable methods to increase process execution speed and quality through a sustainable use and management of digital workflow automation tools.
- Process Mining: We can help you measure process performance in (nearly) real time and finally determine and prove added value of the process-oriented controlling of the business model permanently and transparently.
- BearingPoint is recognized by Celonis as a Gold Partner.

Process Improvement

- We make use of Cloud to introduce best practice processes to deliver efficiencies and increase the effectiveness with which your services are delivered.
- We help clients use outcome-focused prioritisation to identify sets of business processes that can be made more efficient, and improve them through Lean and other techniques, without the need to review the total operating model.
- We do this by examining business processes for delivery of services to customers and for services by internal functions (finance, HR) to internal customers.
- We can help you to improve the ways in which routine information is exchanged and shared objectives are met, by reducing duplication.

Programme Pulse

We can help you to manage Digital and Cloud projects remotely while leveraging best in class tools and techniques. BearingPoint have built a configurable PPM Solution, called Programme Pulse, that is used alongside MS Teams to support all aspects of project/program management and delivery. We will work with you to configure Pulse to meet your needs and embed it into your day-to-day ways of working, so that you can then use it without the need for further external support. Pulse supports:

- Ideation/innovation
- Project Management & Governance
- Project Dashboards & Reporting
- Risk / Issue / Actions / Change Request Management
- Financial Management
- Portfolio Management
- Resource Management
- Demand and Capacity Management
- Integration with Visual Collaboration Tools
- Integration with Development Lifecycle Management tools
- Leading Practices in Virtual Teaming

P3M for Cloud and Digital

- We can help you undertake feasibility studies to assess the impact of business change, within a Digital or Cloud infrastructure.
- We can help you set up and manage your projects and programmes using best practice methodologies such as PRINCE2™, Agile™, SAFe™ and MSP™.
- We can help structure, prioritise, and manage portfolios of digital and cloud-based change programmes, focusing on delivering optimal outcomes aligned to your organisational strategy.
- We can assist with migration of existing management systems to Cloud based solutions, including leading Geographic Information Systems (GIS), gazetteer management solutions and back-office software applications.
- We can set-up and operate a PMO to support delivery, tracking and governance of a portfolio of projects and programmes to deliver Cloud based solutions.

Salesforce Support

BearingPoint offers comprehensive consulting support and advisory services in application of Salesforce Clouds to assist you manage your customer experience and journey while achieving your strategic objectives.

This includes a full lifecycle Salesforce delivery, implementation, and support service to rapidly and effectively deliver transformational Salesforce solutions (Non-Profit Cloud, Field Service Lightning, Tableau, Sales Cloud, Service Cloud, Marketing Cloud, Marketing Cloud Account Engagement, Experience Cloud, MuleSoft, Data Cloud, Einstein AI) that help our Public Service clients to deliver their strategic objectives whilst enhancing both citizen and public servant experience.

Source-to-Pay Platform Implementation

BearingPoint has a strong track record of delivering global Source-to-Pay platform implementations across different sectors and industries. We partner with all the top-tier Source-to-Pay software providers, staying up to date with the latest certifications and software releases through our Centres of Excellence. We also work with specialist start-ups and SMEs to explore innovation in the Source-to-Pay technology market.

We generally follow a semi-agile implementation approach. Starting with initial preparation and process design, this approach then covers the various stages of build, testing, training, cutover, and hypercare. During the design and build phase, we work in iterative sprints to continuously refine the platform configuration based on user feedback.

Source-to-Pay software helps to automate and standardise the Source-to-Pay process across the organisation, but it is important to ensure that this process is correctly designed and optimised before configuring the tool. When helping clients to design their Source-to-Pay process, we run collaborative workshops to cover the design of all elements of the Procurement function.

We follow a holistic approach to cover all aspects of change management, supporting all stakeholders in the business in becoming familiar with how to use the Source-to-Pay platform.

Spend Navigator

BearingPoint offer support services in relation to the implementation and maintenance of our Spend Navigator solution, as well as data analysis and advisory services. We form partnerships with our Spend Navigator customers to ensure the best results for both parties and support long term ambitions.

In an era where data-driven decision-making is paramount, Spend Navigator by BearingPoint stands at the forefront of procurement innovation. Beyond offering a comprehensive Software as a Service (SaaS) solution, Spend Navigator is underpinned by BearingPoint's extensive expertise in procurement. This unique combination ensures that Spend Navigator is not just a tool, but a full solution designed to transform your procurement processes. With BearingPoint's deep knowledge in procurement strategies and operational excellence, Spend Navigator is positioned to deliver unparalleled insights and value to your organization from day one. It seamlessly integrates with your existing ERP systems, leveraging the power of AI to transform complex procurement data into actionable insights. Designed for modern businesses, Spend Navigator ensures your spending strategies are both efficient and effective, paving the way for unparalleled cost savings and spend optimization.

Strategic IT Sourcing

Our Strategic IT Sourcing portfolio offers tailored and mature solutions to creating a holistic IT Sourcing Strategy to support your overall target vision, including execution of the entire Cloud and IT Sourcing lifecycle and hands-on assistance and guidance, enabling a smooth transition and transformation to your future delivery model:

- Business and IT Sourcing strategy (including Cloud)
- Sourcing readiness assessment

- Service Definition and Scoping
- RFP and Vendor Selection
- Negotiation and Contracting
- Transition
- Service Operation
- Exit Management

Strategy

- Business Enterprise Architecture. We can help you to develop contextual, information (external / internal drivers of change) and develop models of the future business model, enabling you to effectively plan your services and systems portfolio. This could include exploitation of information from across government agencies.
- IT Roadmap. We can assist you to develop a roadmap for delivery of IT services, platforms, and Cloud based infrastructure. This can include replacement profiles to ensure that you are developing effective and economic solutions to support current and future business services (including optimisation of Government ICT/Digital guidance on the Tower Model, SIAM, Enterprise Architecture, Digital by Default, and the Government Digital Technical Operating Model (GD TOM)).
- Acquisition Strategy. We can help you undertake options analysis for acquiring the capabilities needed (for all resource categories, including people) to enable delivery of your IT Roadmap. The options considered will include the full range of Cloud services (PAAS, IAAS and SAAS).
- Systems Integration Management. We can help development your management and measurements framework, underpinned with the most appropriate commercial model to drive desired behaviours from in-house and external suppliers. This covers operational ICT support, development of ICT/Digital/Cloud solutions and Innovation Management.
- Business Modelling. We can assist you by modelling the impacts of operational and policy changes, including the wider and sometimes intangible impacts of change (e.g. change in behaviours of and impact on recipients of services).

Strategy to Results

BearingPoint's Strategy to Results method is a four-step process through which we will support you to define a cloud-enabled strategy that leads to real change and impactful results. We will help you to:

- Define your ambition in a way that motivates and inspires your workforce, as well as simplifying decision-making.
- Decide on the best mix of services to provide and where, allowing you to focus your resources effectively and efficiently.
- Understand the core capabilities you need to deliver those services and achieve your ambition.
- Organise for performance, setting up the organisation under the vision, strategy and business model, and providing a strategic roadmap and Target Operating Model that will support you in delivering your ambition.

Supply Chain Digitisation / Digital Twin Readiness Assessment

The digital replication of a supply chain enables its efficient design, planning and control, as well as fully automated decision-making in conjunction with other external information. Due to the many participants and diverse systems and information sources in a supply chain, its complete digitisation is a complex, currently rather visionary challenge. The desire and interest of customers to map their own supply chain with a digital twin is strong, but there is often still a high level of uncertainty, a lack of knowledge, and a sceptical attitude on the part of the customer. The main concerns relate to the question of if the organisation is already " digitalised enough" to map a digital twin of the supply chain. Frequently, organisations refer to the fact that there are not enough resources and know-how within the organisation to successfully implement a digital twin.

The "Supply Chain Digitisation Framework", which queries the most important information based on the level of the supply chain, helps here. Based on this, it is possible to check which standard market KPIs can be derived and where gaps exist. The framework also shows the interaction of different KPIs, which are a basis for automated decision-making and as input for artificial intelligence. In this way, gaps in the information sources can be quickly identified and milestones for the expansion of digitization can be defined.

The readiness assessment for the Digital Twin Supply Chain will provide the customer with an analysis of where the organisation is on its digital transformation journey. By analysing the status, the current maturity level can be assessed and potential for optimisation can be identified. The analysis is intended to provide the client with a basis for deciding how to proceed with the digitisation of the supply chain.

The framework will map the supply chain stages and processes with market driven KPIs and the related data/information and sources. The KPIs are linked to optimisation challenges and areas for automated decision making. This allows the client, based on a short assessment, to identify benefits of driving the supply chain digitalisation to the next level: to a Digital Twin Supply Chain.

Sustainable Sourcing and Supply Chain

BearingPoint supports you to understand and improve your sourcing and supplier management processes' sustainability:

- Tool- and interview-based diagnosis, for procurement teams themselves and their integration points with other supply chain teams (R&D, production, logistics)
- Leveraging our Supply Chain Maturity Assessment service for a comprehensive assessment
- Define your target picture and priorities, and build up a concrete, actionable Roadmap to execute it (including definition of target processes and timeline)

Sustainability Maturity Assessment

Most organisations have sustainability goals, but few have clear execution plans on how to reach them, and many struggle with operationalising their sustainability strategy. Our cloud-enabled Sustainability Maturity Assessment method will help you assess your current situation, and support you in jointly creating a concrete, prioritised roadmap to help you achieve your ambitions. Our method was developed with 'execution' at heart, and therefore covers the relevant ESG priorities. However, by looking through the lens of 7 linked dimensions, it uncovers insight into how ESG priorities are implemented in your

organisation and drives improvement activity with a hands-on approach. The outcomes of the assessment include setting up the sustainability strategy or determining the sustainability maturity of your organisation, as well as a prioritised roadmap that will pave the way to a stronger ESG foundation.

Target Operating Models

BearingPoint offers a comprehensive Target Operating Model design and implementation service, which can be rolled out at pace.

Looking at the Operating Model through several lenses (these can be tailored, but generally include services and functions, processes and activities, technology, people and organisations, Governance and control, and performance management) our service includes:

• High Level Design – Vision and Strategy, Design Principles, Assurance and QA, Development of Success Criteria, Outline Process Map, and plans for a detailed design phase. This may be supported by a Strategic Outline Business Case.

• Detailed Design – A detailed design for each of the lenses agreed with your organisation, and a plan for implementation. This may be supported by an Outline Business Case and Full Business Case.

• Diagnostic Services - We can help you optimise your operating model by assessing the root-cause relationships between inefficiencies and service delivery issues and the processes/people/IT used to deliver the service. This includes a fact and evidence-based assessment of your current service, and comparison, using benchmarks and other comparators, with similar services delivered by other organisations. The IT aspect of our work will include applications, infrastructure, devices, hosting methods, and other applicable criteria.

• Solution Development - We can help you develop top-down (transformational) and bottom-up (tactical and quick wins) solutions to improve efficiency.

• Wraparound Project Portfolio Management (PPM) services – we can work with you to implement effective project and programme management and change management. For example, implementing a design authority, stakeholder management and communications, continuous improvement, benefits management, and PMO.

• Business Cases - We can create robust business cases in tandem with design of the operating model to evaluate the different options and to ensure that your TOM offers the best value for money from your Cloud investment. The IT options to be considered may include the full range of Cloud services (PAAS, IAAS and SAAS).

• Implementation - We can help you to develop strategies for delivery and put in place effective governance to ensure that benefits are realised. We can work with you as part of an embedded

joint client-consultant team to ensure that your roadmap for achieving your TOM is achieved according to plan.

Technology and Innovations

We can assist you to deliver business cases and feasibility studies, assessing the benefits of shifting services from current legacy to cloud services. This includes robust assessment of cost reductions and benefits for the "users", that is, the general public and recipients of specific public services.

This can involve specific technology and innovations assessments, assisting you to evaluate different technology options and then to procure/specify services and solutions. This will include the full range of platforms, devices, specialist technologies (e.g. GIS related to Cloud based options).

TRAINSform to perform: Digital People Transformation

Digital and Cloud transformation requires new competencies among employees and managers. Organizations are aware of the need to act but lack a concrete understanding of the competences relevant in the future. The TRAINS© model is a toolbox tailored to a client offering explicit learning journeys to build up skills and gain workforce insights. The TRAINS© model was developed to support and accompany employees and managers in their development during the digital change of their organisations.

In the competence dimensions Technological, Resilient, Agile, Analytical, Innovative and Social, many specific competencies for employees and executives have been defined and elaborated. Within the framework of the TRAINS© model, a survey is carried out that identifies the current competence levels of each participant. Based on the results of a gap analysis, individual learning paths are recommended. Our service:

- Increases employee motivation by improving aptitude for digital transformation and tangible success.
- Results in creation of a broad basic understanding of the need for change.
- Increases competitiveness by consistent adaptation of the learning offers to necessary competencies and customer expectations. This empowers employees - through individual development recommendations - to shape their professional development independently and to further develop in a targeted manner.

Workforce and Operational Planning

We work with frontline managers across the public sector, and specifically in community, primary and mental health and social care settings within healthcare, to develop their operational planning capability and use of demand and capacity data, using digital tools.

- We can help you baseline and benchmark your organisation's current performance – how it organises its staff to meet demand – and help you identify and implement quick wins.
- We undertake scenario planning using digital tools to model how to meet possible changes in demand, such as those caused by the Covid-19 pandemic, and the efficacy and cost of different

models of supply, such as using a different staffing mix, introducing digital triage, and varying the number of appointments undertaken remotely or in group format.

- We can also help you develop robust business cases for consequent workforce and digital transformation.

.Net and Java Services

We offer significant and certified .Net and Java development capability supported by strategic partnerships with Microsoft and Oracle and various product and platform vendors.

- We provide end-end software delivery capability using Agile methodologies through management, architecture & detailed functional and technical design, software development and software quality assurance.
- Standardised and high-quality development and application lifecycle management automation processes based on DevOps principles.
- We have an extensive track record delivering large/complex and mission critical business applications across industry, with a focus on Public Sector. Our services include legacy and application modernisation to cloud platforms (Microsoft Azure and AWS), data migration, web & mobile application development, security & identity management, data analytics & AI, systems integration using messaging and API platforms, core & custom business applications development, plugin & customised extensions development on various vendor product and low code platforms including Microsoft suite.
- We are a Microsoft Gold Partner for Application Development.

Details of the service definitions in accordance with the GCloud framework together with an explanation of how we meet the contract award provisions of the Public Contracts Regulations 2015 can be found in Appendix A.

Appendices

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Appendix A: Detailed Service Definitions in accordance with the G Cloud Framework

1.   An overview of the GCloud Service (functional, non-functional)
a)   Please see Service Definition

2.   Details of the level of backup/restore and disaster recovery that will be provided
a)   Not relevant for this service

3.   On-boarding and Off-boarding processes/scope etc.
a)   Not relevant for this service

4.   Service Management
a)   Not relevant for this service

5.   Service constraints (e.g. maintenance windows, level of customisation permitted, schedule for deprecation of functionality/features etc.)
a)   Not relevant for this service

6.   Service Levels (e.g. performance, availability, support hours, severity definitions etc.)
a)   We always aim to provide value for money services to our customers and ensure a high-quality service is provided. We will agree the Service Levels at the start of any contract and continuously review the delivery with the customer, throughout the contract.

7.   Financial recompense model for not meeting service levels
a)   These will be agreed on a service by service basis.

8.   Training
a)   BearingPoint normally include Knowledge Transfer as part of the normal service provision. The extent of this will be agreed for each service with the client.

9.   Ordering and invoicing process
a)   BearingPoint limited will require a Purchase Order from the client specifying the services required. BearingPoint will propose a monthly payment schedule based on the purchase order. BearingPoint invoices will need to be paid by BACS or a similar service.

10.   Termination terms
a)   These will be agreed on a service by service basis.

11.   Data restoration / service migration
a)   Not relevant for this service.

12.   Customer responsibilities
a)   These will be agreed on a service by service basis.

13.   Technical requirements (service dependencies and detailed technical interfaces, e.g. client-side requirements, bandwidth/latency requirements etc.)
a)   Not relevant for this service

14.   Details of any trial service available
a)   Not relevant for this service

Most Economically Advantageous Tenderer (MEAT)

BearingPoint will deliver outputs that maximise Value for Money for our clients and hence provide them a cost-effective solution. We will use appropriately qualified and experienced staff to deliver the contract. We believe Value for Money means securing the best mix of quality and effectiveness for the least client outlay over the period of the use of the services bought. We will provide a whole life cost effective solution. Therefore, we believe clients must consider their own costs as well as our costs in any comparative assessment of their Value for Money. We will not offer clients loss leaders or abnormally low tenders.

Social Value

The good news is that BearingPoint already does a lot of work that delivers real, tangible Social Value, through various local and firmwide CSR initiatives as well as through our client engagements. We are signatory to the UN Global Compact[1], which requires us not only to adopt sustainable business practices (alleviating extreme poverty, addressing labour issues, and reducing environmental risks globally) but also to report on them annually. Firmwide, we undertake a raft of initiatives each year under our three Corporate Social Responsibility Pillars of People, Planet, and Society, and our Purpose, Vision and Ambition Roadmap including measurable and trackable KPIs that will be integrated into performance dashboards. 2021 saw the publication of our first Sustainability Report, which outlines much of the work we do with relevance to Social Value, including our Net Zero targets.

But we can, and will, do more. We firmly believe that delivering Social Value is a vitally important aspect of our work at BearingPoint, and we are committed to making a tangible difference to the communities that we live and work in. We will work with you to establish measurable Social Value commitments as part of any contract we are awarded.

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[1] **www.unglobalcompact.org**